



## Scenic, Prosperous and Growing

West Lafayette in north-central Indiana is home to nearly 30,000 permanent residents. The tree-lined hills of the city rise westward from the banks of the Wabash River. On the east side of the rolling water lies our sister city, Lafayette, another vibrant, growing community.

Convenient to big-city life, West Lafayette is an hour from Indianapolis and two hours from Chicago. More than 54 nationalities live here, creating cultural opportunities normally found only in large cities.

# *City of West Lafayette*

**Strategic Plan Update**

**June 2005**



## Inside

Introduction	3
Vision Update	3
Priorities for 2005-2007	4
Conclusion	7

## Appendix

Actions in Response to 2002 Strategic Plan	8
City Services Survey Results	11
Demographics	12
Rental Housing Code Enforcement	12
School Statistics	13
Where Tax Dollars Go	13
How City Taxes and Costs Compare	14
Who Gets Property Tax Money	15
Tax Increment Financing	17
Influences on Our Future	18
Other Participant Considerations	19
Plan Participants	19

# West Lafayette

## Highlights of the 2005-2007 Priorities and Recommended New Goals

### Housing/Neighborhoods

- Enhance inspections and code enforcement
- Encourage family housing development in West Lafayette school district
- Improve sidewalks and night lighting

### Schools

- Encourage partnerships between area school corporations
- Encourage use of West Lafayette High School as a magnet school
- Explore fiber optic link between schools

### City Vitality

- Expand city support of public art and performances
- Improve transportation infrastructure
- Further community's knowledge-center theme

### City Services

- Annually review city fees to assure costs are covered





## Introduction

Every three or four years since 1986, the City of West Lafayette has convened civic leaders and interested citizens to review the community's economic progress and quality of life. The resulting Strategic Plan guides priorities for City Hall, energizes public-private-university partnerships for achieving our vision to be a leading knowledge-centered community, and ensures emerging issues are proactively addressed. This process has served the community well and is used as a template by other small- and mid-size communities as an effective, low-cost way to continually improve planning and services.

About 100 participated in this process from January to May 2005, guided by a steering committee of 20 and supported by staff from the city's Department of Development. Participants are listed at the end of this report. This process also served as the public participation element of the West Lafayette Parks and Recreation Plan update 2007–2011.

## Vision Update

The knowledge-centered community vision still holds true, with added emphasis on strengthening West Lafayette's spirit of place. A second part of the city's vision for the past 20 years has been quality growth—improving quality of life and urban design to make the community a great place to live. Quality growth deserves further refinement in this update because small college towns are becoming more vital and interesting to graduate students, new faculty, established families and the retirement generation.

West Lafayette  
Strategic  
Plan Update

3

## Findings:

- Purdue University remains the anchor for employment, cultural and recreational events.
- A high level of collaboration exists between the city, university and Purdue Research Foundation (PRF) for the Research Park and technology business development.
- Urban design and amenities, including Wabash Landing, have greatly improved in the last 20 years.
- The community has a quality public library system with recent major improvements.
- The riverfront has considerable aesthetic and recreational potential.
- City services are well-managed and provided at reasonable costs.
- This year's forums and community survey indicate a large majority of citizens are pleased with West Lafayette as a place to live and satisfied with the services and responsiveness of city government.



## Priorities for 2005-2007

Besides ongoing initiatives, such as transportation planning, parks and recreation, and Sagamore Parkway redevelopment, four priorities have been targeted for improvement in 2005–2007:

### 1. Housing/Neighborhood Vitality

#### *Key facts:*

- Of 11,792 housing units, 8060 (68%) are renter-occupied in 2005.
- Single family rentals have grown by 276 units (from 297 to 573 or 93%) from 1992 to 2004.
- West Lafayette resident population, excluding Purdue University students, was 11,819 in 2000.
- Over the past five years, a higher percentage of new single-family housing construction has occurred in the Tippecanoe School Corporation (TSC) area within the city.
- West Lafayette has 13 neighborhood associations that network through a coalition, staffed by the Department of Development.

#### *Findings:*

- Given current trends, the city should expect the major portion of housing stock will be utilized by students, particularly larger numbers of older students; faculty and staff

of the university; an increasing number of retirees; and others who want to be close to a university environment.

- The city needs to view the retired population as an important contributor to the city and take the lead in ensuring the community is seen as one of productive aging.
- There is a growing mismatch between family housing preferences and housing stock in older parts of the city. The demand for rental housing will keep the value of the homes at a level that is not economical for redevelopment.
- The trend toward larger numbers of rental properties will continue and will expand citywide. This is contributing to a decline in West Lafayette Community School Corp. (WLCSC) enrollment and some core city neighborhoods.

#### *Recommended new goals:*

- Raise the bar on inspection programs, including nuisance and code enforcement, looking beyond code enforcement to aesthetics and quality of life. This may require an additional inspector and/or staff cross-training and changes to regulations on how nuisance violations are handled.



- Continue to support the vitality of existing neighborhoods and neighborhood preservation.
- Build a partnership between the city, WLCSC, Purdue University and PRF to address long-term housing strategies for the city.
- Encourage and support one or more family-oriented housing developments in current commercial and/or school-owned property to grow family housing stock in WLCSC. Partner with developers, WLCSC, Purdue and/or PRF to find space.
- Market the benefits of smaller and medium-size (1200-1600 square feet) homes in neighborhoods close to campus.
- Create a city strategic housing plan in concert with the Area Plan Commission, Purdue University, PRF and WLCSC.
- Explore greater city and Purdue University collaboration, including coordinating housing needs for students and staff, ultimately reflecting the Purdue University community's diversity.
- Coordinate with Purdue to expand student educational programs on housing codes and being a good neighbor.
- Continue to prioritize new sidewalk needs and repairs, based on citizen input.
- Increase night lighting throughout the city.

## 2. School Vitality

### *Key facts:*

- The city is a collage of overlapping taxing districts; library, schools, city and transit.
- West Lafayette is served by two school corporations: TSC and WLCSC, operating independently from city government; each is important to a knowledge-centered community.
- Both school corporations undertake their own strategic and long-range planning. This plan only addresses broad critical linkages between the school systems and community development/city government.
- WLCSC enrollment is in slow decline. Forecasted low enrollment in the lower



grades prompts concern for future middle and high school class sizes.

- As Purdue married student housing shrinks, couples and their children are locating in the TSC jurisdiction more than WLCSC.

### *Findings:*

- Changing school boundaries to match city boundaries is likely impossible, but opportunities should continue to be explored.
- Decisions made by the city on housing developments and code enforcement can greatly impact WLCSC enrollment; WLCSC decisions on closings can impact neighborhood vitality and stability.
- WLCSC and city government want to improve communications and coordination.

### *Recommended new goals:*

- Build a communications network between the Mayor and superintendents of both schools.
- Invite a representative from TSC to serve on the city/ Purdue University Community Issues Committee (there is a representative from WLCSC).
- Encourage continued discussions between all school corporations for potential partnership building.





- Encourage the use of West Lafayette High School as a magnet school for specialized programs serving the entire area and the possibility of partnering with Purdue University for increased university-level courses for students from Tippecanoe County at West Lafayette High School.
- Explore the potential of linking West Lafayette schools with nearby TSC schools (Klondike Elementary, Klondike Middle School, Burnett Creek Elementary and Harrison High School) with fiber optic capability for specialized distance learning and improved resource utilization.

### 3. Civic Vitality

This 2005 planning process reflects a strong desire for a more vibrant city, beyond 2000-2004 improvements. Pleased with the University, Lafayette and Tippecanoe County collaborations, participants would like similar collaboration between the school corporations, city and Purdue. Partnerships with individuals, businesses and organizations will play an increasingly important role in supporting the arts.

#### *Key facts:*

- Nearly 70% of West Lafayette adults have a bachelor's degree or higher.
- The immigrant index is high, providing a multicultural environment.

- The arts and entertainment index is above the state average but below many comparable university cities.

#### *Findings:*

- Residents agree the overall quality of life in West Lafayette is good.
- West Lafayette citizens continue to actively guide the future of the city.
- Residents want to increase their sense of community by increasing focus on arts, culture and amenities.
- Significant improvements in technology company growth and job creation have occurred in the Research Park in the last 10 years. Improved coordination and collaboration between the city and the PRF has been a contributing factor.

#### *Recommended new goals:*

- Create a new name for the Community Issues committee that better fits its positive, proactive initiatives.
- Continue work to develop the Wabash River through the Wabash River Enhancement Corporation as a major activity impacting the city.
- Assist PRF in marketing the city and Purdue Research Park as a destination for knowledge-centered business.
- Continue and expand city support of public art and performances.

- Compile and post a list of available public and private performance venues.
- Identify potential locations for future artwork and encourage art additions when funding is available or redevelopment occurs.
- Continue improving transportation infrastructure and flow via the Transportation Plan for Tippecanoe County for the Purdue University Area and US 231 Bypass, a city, state, county and Purdue partnership.
- Continue to support Lafayette-West Lafayette Telecommunications Oversight Committee. Explore how Purdue campus hot spots can be more readily utilized by city residents.
- Expand the reputation for cooperation and collaboration between key civic institutions: Purdue, the city, school corporations and library boards to sustain and expand the knowledge-centered community theme.

#### 4. City Services

About every 10 years West Lafayette surveys citizens on city services as part of its strategic plan update. The mail survey was administered by STATCOM, a community outreach organization of graduate students in Purdue's Department of Statistics, which compiled and edited questions to create an unbiased survey. Key survey results are included in the appendix; the full report is available separately.

##### *Findings:*

- A large majority of citizens are very satisfied with the level and quality of city services.

- West Lafayette city services are cost-effective relative to similar-sized cities.
- Fees for city services have not kept pace with costs and inflation.

##### *Recommended new goals:*

- Develop an initiative to improve productivity of all city services, including reviewing best practice cities and selecting programs most suitable to West Lafayette.
- Adopt a city policy to annually review city service fees.
- Review all city fees with the goal of covering costs. For mandatory/universal services, such as trash collection, ensure that fees keep up with inflation and costs. For discretionary services, such as building permits and parking tickets, bring fee structures in line with similar communities.
- Install conduit for fiber optics whenever possible. Modify city development guidelines to add conduit in new construction. The city should be mindful of providing for future fiber with ease.

#### Conclusion

The West Lafayette Strategic Plan process works because it is a regular discipline to review, refresh and regenerate action on tough issues. This update adds ongoing improvements to coordination and collaboration between key civic institutions, especially the city, Purdue and school corporations. Through heightened openness, joint discovery and creative problem-solving West Lafayette will sustain its competitive advantage as a knowledge-centered community.



## **Actions in Response to 2002 Strategic Plan**

The 2002 strategic initiatives and a brief progress report in each area follows; many are ongoing.

### *Quality Growth*

Adopt and deploy the best techniques of smart growth with particular attention to renewal, redevelopment and collaboration with surrounding jurisdictions.

- Annexation has been pursued where services are requested and provided.
- A tax base sufficiency study is underway to determine which areas outside the city limits may be candidates for logical growth.
- Dialogue with the Area Plan Commission (APC) and Tippecanoe County Commissioners is ongoing to address growth patterns west and north of the city and along the riverfront.
- Development of additional recreation facilities and trails has occurred, along with Tapawingo Park enhancements.

- The Wabash River Enhancement Corporation has been established to enhance the quality of life in the Wabash River corridor by ensuring appropriate development and conservation.

### *Urban Design*

Ramp up initiatives making West Lafayette walkable, livable and aesthetically pleasing and strengthen activity hubs around the Levee, Village and Sagamore Parkway.

- The Sagamore Parkway Task Force was formed and generated recommendations resulting in an update to the 1989 Urban Design by Hawkins Environmental, with a plan for Sagamore West that includes pedestrian and vehicle accessibility, landscaping, lighting and signage; currently in second phase of implementation.
- The planned development is being used frequently, allowing innovative design and mixed-use development (Town Center, Wabash Village, State Street Commons, State Street Towers, Villa on Pierce).
- Cooperative bicycle and pedestrian planning with Purdue University is making



the city more walkable (Dan Burden's study of Village and Levee, CityBus, West Lafayette, Purdue University).

- West Lafayette Bicycle & Safety Committee established; 2004 Bicyclist & Pedestrian Facilities Plan prepared.
- Lafayette, West Lafayette and Purdue University way-finding study completed and implementation begun.
- Ongoing discussions with APC, the county and Purdue regarding growth around the US 231 corridor and future transportation needs.
- Improve quality of life by creating 14 miles of greenways.

### ***Technology Economy***

To foster the economic development of West Lafayette by encouraging growth of technology-based industries.

- Purdue Research Park designated the first Certified Technology Park in Indiana and named the number 1 university-affiliated research park in the country.
- Partnering with PRF, the city invested more than \$4.5 million in Research Park infrastructure in Phase 2, Part 3, supporting 800,000 sf of new facilities and 2,500 jobs.
- \$2.227 million investment in technology development grants received for the Purdue Technology Center.
- Use of 21<sup>st</sup> Century Funds and Industrial Development Fund of Indiana Department of Commerce.



- Monthly meetings with PRF and Lafayette-West Lafayette Economic Development Corporation.
- Participation in county fiber optic committee.
- Collaboration with Purdue and PRF to attract and retain Research Park businesses with incentives and abatement – Endocyte, Cook Biotech, Research Park Associates, gh, Purdue Technology Center and Butler Engineering.

### ***Major Transportation Infrastructure***

To reduce uncertainties about future plans for the airport and the timing and location of the US 231 by-pass.

- City worked with the citizens advisory group and Indiana Department of Transportation (INDOT) to develop selected US 231 corridor.
- City continues to participate in US 231 discussions with APC, INDOT and design engineers.
- Collaboration with Purdue on the 20-year transportation program for the campus, which includes changes in the Village, ring roads around the campus perimeter and many pedestrian and vehicular improvements.
- City worked with Purdue University and Chamber Task Force on airport carrier.
- City continues to participate in high speed rail discussions.
- Traffic flow improvements are part of Sagamore West implementation plans.
- Continued support of CityBus, one of the country's most successful small-city transit systems; ridership to surpass 4 million in 2005.

### *Housing and Neighborhood Development*

To strengthen neighborhoods and the West Lafayette Neighborhood Coalition.

- Create and continue participation in the Community Issues Study Committee (Town and Gown) to address needs and issues of university community.
- Revise Rental Certificate Ordinance that ensures safe and decent housing for all.
- Continue revitalizing older neighborhoods using Community Development Block Grant and HOME funds to purchase and renovate homes through New Chauncey Housing Inc.
- Maintain good housing stock and property values by enforcing ordinances through a rigorous rental inspection program of 7,000 units, replacing sidewalks and curbs, and resurfacing streets in the older neighborhoods.
- Continue to support CityBus to reduce reliance on cars; shelter program established.
- Encourage housing and commercial development innovation through planning: State Street Towers, Villas on Pierce Street, Tower of Ivory, Catherwood Gardens, Andrew Place.

### *Parks and Recreation*

To fully integrate park, recreation and arts facilities and programs into West Lafayette community life.

- Established with Lafayette, the county and Purdue the Riverfront Development Corporation to support and guide development and conservation along the Wabash River corridor.
- Encourage public-private partnerships that foster recreational opportunities; \$500,000 grant from North Central Health Services for riverfront recreational development.
- Extensions of the Northwest Greenway Trail, Wabash Heritage Trail and Cattail Trail using local, state and federal funding; continue to connect city, county and Purdue; 14 new miles of greenways and trails.
- Continued and expanded recreational opportunities for youth through playground, basketball, tennis and swimming programs and development of Riverside Skating Center.
- Ongoing support of community culture through West Lafayette Arts and Culture Grant program and donation to Friends of Downtown for public sculpture.



- Anticipate the needs and contributions of increasing numbers of senior citizens by constructing Northwest Greenway Trail extensions serving George Davis Manor, Friendship House, Westminster Village, Greentree and University Place residents; partner with Westminster Village on grant for New Active Green Environment Project at Westminster Village.

### **Youth Quality of Life**

To fully incorporate the needs and activities of youth and young adults into the life, vitality and governance of the city.

- Continue to support of the Youth Council through funding, staff commitment and Common Council mentoring. Youth council delegates attended the National League of Cities Conference of Cities, were appointed to the 2005 Strategic Plan Steering Committee, participated in 2004 voter registration drives, hosted two children's activity fairs and participated in a youth council conference in Michigan.

### **Community Profile, Promotion and Communications**

To elevate the profile of and information about West Lafayette as a knowledge-centered community, both to outsiders and to its residents.

- Developed current brochure to promote West Lafayette and Purdue University assets, facilities, features and events.
- Each semester present "What West Lafayette Offers" welcome to new Purdue graduate students.
- Frequent presentations on city projects and priorities to civic groups (Rotary, Lions Club, Optimists, Board of Realtors, university or student organizations, Wabash Area Lifetime Learning, Chamber, Greater Lafayette Community Development Corporation).
- Developed revised city website that has become medium for communication and provides links to community organizations and activities.
- Dedicated staff to website update, serving as city's public relations contact.

- Cooperate in a geographical information systems (GIS) project with Lafayette and the county; continue to advance the city's GIS infrastructure.
- Participate in the Chamber's High Tech Taskforce to coordinate fiber optic locations countywide.
- Presented workshop on brownfield redevelopment (Wabash Landing) and a city showcase at the National League of Cities Congress of Cities in Indianapolis.
- Submitted application and won Howland Gold Award from the National League for Cities for Wabash Landing redevelopment.
- Presented a workshop with Ice Miller & O.W. Krohn & Associates on Certified Technology Parks at the Indiana Association of Cities and Towns annual conference.

### **City Services Survey Results**

About every 10 years the City of West Lafayette includes a citizen survey on city services as part of its Strategic Plan update. The mail survey was administered by STATCOM, a community outreach organization of graduate students within the Department of Statistics at Purdue University, which compiled and edited the questions to create an unbiased survey. The full report of the survey is available separately. Overall findings from the survey:

- West Lafayette citizens are interested in the city's future; 48% responded to the survey (a typical response rate is 20%).
- Generally speaking, respondents are satisfied with current recreational programs and facilities.
- Respondents seem to support park and environmental development, especially the trail network.
- 80% of respondents either agreed or strongly agreed that West Lafayette should continue to plant trees along the streets.
- Residents are mostly interested in development of new restaurants (not fast food), commercial businesses and research-related industries.



- Respondents are moderately satisfied with housing availability.
- Residents are satisfied with police and fire departments' performance.
- Respondents are mostly satisfied with sanitation, snow and ice control, and recycling.
- Respondents are moderately satisfied with street conditions.
- About 25% of the respondents are not satisfied with sidewalk conditions.
- Most respondents seldom or never visit the city website or contact City Hall by phone.
- Residents agree that the overall quality of life in West Lafayette is good.

## Demographics

### 2000 Census Facts

Population: 28,778

Number of Housing Units: 10,819

Purdue Student Population\*: 16,959 (58.8%)

Owner-occupied Housing Units: 3,368\*\*

Renter-occupied Housing Units: 7,094\*\*

\*In the city and includes group quarters; note that main Purdue campus and all dorms but one are outside city limits. This figure is from 2000 Census SFT3.

\*\*Occupied units only

### Population Change 1990–2000

25–34 year-old age group decreased 380

35–44 year-old category decreased 149

### Growth Estimates (2000–2003/04)

Census Bureau 2003 Population Estimate:  
29,835

Number of Housing Units through 2004:  
11,792

Single-family Starts (2000–2004): 213

Multifamily Starts (2000–2004): 975 units

Includes 269 Senior Housing Units

Demolition for all purposes: 215 units

Number of Owner-occupied Housing Units:  
3,500

Number of Rental Properties through  
1/18/05: 1,035 Properties (8,060 units)

Number of Rental Single-family Dwellings:  
573

Number of Rental Units Under Construction:  
30

*Sources: City Engineer's Building Permit Data; DOD Code Enforcement data*

## Rental Housing Code Enforcement

The city instituted a rental inspection program in 1976 to ensure safe and decent housing in rental units. Properties are inspected for compliance with minimum standards and certified for one, two or four years. A proactive nuisance inspection program strives to combat high- population density by addressing trash and yard maintenance.

With almost 70% of our citizens living in rental housing, the success of this program was recently documented with Area Plan Commission's completed-building conditions survey. Zero percent of multifamily rentals exhibited deteriorated or dilapidated units, and only 3% required routine maintenance. By comparison, 2.95% of rental units in Lafayette's inner city were dilapidated or deteriorated and 24.8% required routine maintenance. The housing inspection program for Lafayette's 4,400 rental properties is complaint-based only.



## School Statistics

### West Lafayette School Corporation Enrollment by grade

	2001-02	2002-03	2003-04	2004-05
K	123	109	108	108
1	133	149	120	131
2	124	134	149	126
3	137	134	136	155
4	145	145	132	143
5	139	157	138	143
6	141	154	145	154
7	167	142	163	154
8	171	178	144	164
9	204	181	185	139
10	162	181	177	167
11	159	163	189	175
12	147	154	160	177
Total Enrolled	1952	1981	1946	1936
Tuition Students	49.5	68.5	85	75
% of Tuition Students	2.54%	3.46%	4.37%	3.87%

West Lafayette Calendar Year 2003 Expense Per Pupil:  
\$6,618

### Tippecanoe School Corporation

For the 2004-2005 school year, TSC has 10,801 students enrolled at 17 schools. Enrollment is up 294 over last year. It has 1,140 more students than five years ago, and 2,449 more students than were enrolled 10 years ago. Sixth and ninth grades are the largest classes with 889 students each. TSC has 16 full-day kindergarten classes. In all, 819 kindergarten students are enrolled.

Tippecanoe School Corporation Calendar Year  
2003 Expense Per Pupil: \$5,387

Indiana Average Calendar Year 2003 Expense  
Per Pupil: \$5,811

### Where Tax Dollars Go

Residents of West Lafayette pay property taxes to seven governmental jurisdictions: The State of Indiana, Tippecanoe County, Solid Waste District, Wabash Township, West Lafayette Community School Corporation or Tippecanoe School Corporation, Library District, CityBus and the city.

For a property with \$100,000 of assessed value (after exemptions) in tax payment year 2005, the three highest tax rates are:

WLCSC, \$1,557.40; or TSC, \$1,478.70

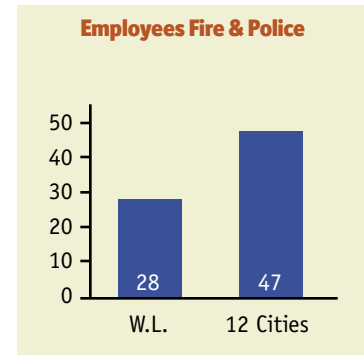
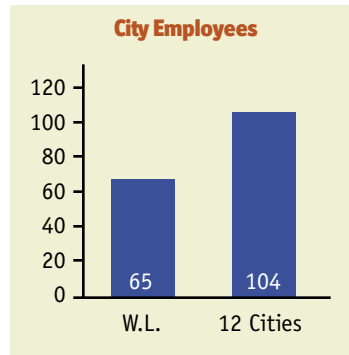
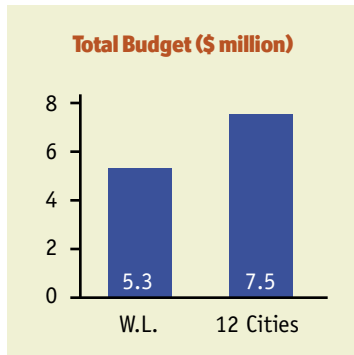
City, \$708.80

County government \$354.90

School corporation rates are higher than Lafayette School Corporation's (\$1,317.30) and city government rates are lower than Lafayette's by \$49.10.

## How City Taxes and Costs Compare

### West Lafayette vs. Indiana Cities of Comparable Size



1. Data standardized per 10,000 people
2. Valparaiso, Goshen, Hobart, Jeffersonville, Marion, Michigan City, Noblesville, Portage, Carmel, Fishers, Greenwood, New Albany

City	Population	Number of Employees	Total Budget	Budget Per Capita	Number of Citizens/Employee
Valparaiso	27,428	241	\$17,672,874	\$644	113
Goshen	29,383	178	\$17,063,745	\$580	165
Hobart	25,363	238	\$20,958,175	\$826	106
Jeffersonville	27,362	250	\$20,000,000	\$730	109
Marion	31,320	253	\$20,880,917	\$666	123
Michigan City	32,900	400	\$25,303,500	\$769	78
Noblesville	28,590	310	\$33,399,729	\$1,168	92
Portage	33,496	350	\$19,323,663	\$576	95
Carmel	37,733	370	\$51,627,983	\$1,368	104
Fishers	37,835	297	\$33,327,911	\$880	127
Greenwood	36,037	196	\$23,150,663	\$642	183
New Albany	37,603	300	\$20,849,370	\$554	125
West Lafayette	28,778	180	\$16,027,230	\$556	160
Lafayette	56,397	565	\$48,977,214	\$868	99



## Who Gets Property Tax Money

Using the rates listed in the second table on a property that has a \$100,000 net assessment (after exemptions but not including

the State Replacement Credit or Homestead Credit, which would reduce the tax bill), the amount payable in 2005 would be:

	City of West Lafayette				City of Lafayette		Tippecanoe County	
Examples	Major Portion of West Lafayette	Fairway Knolls Area Plus	University Farms Area Plus	Blackbird Farms Area Plus	Major Portion of Lafayette	350 South Area Plus	Green Meadows Area Plus	Indian Village Area Plus
Key Number District	64*	66**	68***	70****	56*	62**	34*	36**
State of Indiana	\$2.40	\$2.40	\$2.40	\$2.40	\$2.40	\$2.40	\$2.40	\$2.40
Tippecanoe County	\$354.90	\$354.90	\$354.90	\$354.90	\$354.90	\$354.90	\$354.90	\$354.90
Solid Waste District	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50
Township	\$2.30	\$2.30	\$2.30	\$2.30	\$5.10	\$13.80	\$37.20	\$37.20
School Corporation	\$1,557.40	\$1,478.70	\$1,557.40	\$1,478.70	\$1,317.30	\$1,478.10	\$1,478.10	\$1,556.80
Library System	\$187.00	\$187.00	\$48.80	\$48.80	\$48.80	\$48.80	\$48.80	\$48.80
Bus Company	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00
City Funds	\$708.80	\$708.80	\$708.80	\$708.80	\$757.90	\$757.90	\$0.00	\$0.00
<b>Total Tax Bill</b>	<b>\$2,848.30</b>	<b>\$2,769.60</b>	<b>\$2,710.10</b>	<b>\$2,631.40</b>	<b>\$2,521.90</b>	<b>\$2,691.40</b>	<b>\$1,956.90</b>	<b>\$2,035.60</b>

West Lafayette  
Appendix

15

	City of West Lafayette				City of Lafayette		Tippecanoe County	
Township	Wabash	Wabash	Wabash	Wabash	Fairfield	Wea	Wabash	Wabash
Key Number District	64*	66**	68***	70****	56*	62**	34*	36**
Total State Rate	0.0024	0.0024	0.0024	0.0024	0.0024	0.0024	0.0024	0.0024
Total County Rate	0.3549	0.3549	0.3549	0.3549	0.3549	0.3549	0.3549	0.3549
Solid Waste District	0.0025	0.0025	0.0025	0.0025	0.0025	0.0025	0.0025	0.0025
Total Township Rate	0.0023	0.0023	0.0023	0.0023	0.0051	0.0138	0.0372	0.0372
Total School Rate	1.5574	1.4787	1.5574	1.4787	1.3173	1.4781	1.4781	1.5568
Total Library Rate	0.1870	0.1870	0.0488	0.0488	0.0488	0.0488	0.0488	0.0488
Total MTA (Bus) Rate	0.0330	0.0330	0.0330	0.0330	0.0330	0.0330	0.0330	0.0330
Total City Rate	0.7088	0.7088	0.7088	0.7088	0.7579	0.7579	0.0000	0.0000
<b>Total Rate</b>	<b>2.8483</b>	<b>2.7696</b>	<b>2.7101</b>	<b>2.6314</b>	<b>2.5219</b>	<b>2.6914</b>	<b>1.9569</b>	<b>2.0356</b>

## Supplemental Information

### *City of West Lafayette:*

The variables in the Rates within West Lafayette are the School Corporation Rate and the Library Rate.

\*64 has boundaries which encompass properties that include the West Lafayette city rate, the West Lafayette School Corporation rate, the Bus Company rate and the West Lafayette Library rate. A major portion of the properties in the city are in Area 64.

\*\*66 has boundaries which encompass properties that include the West Lafayette city rate, the Tippecanoe School Corporation rate, the Bus Company rate and the West Lafayette Library rate.

\*\*\*68 has boundaries which encompass properties that include the West Lafayette city rate, the West Lafayette School Corporation rate, the Bus Company rate and the Tippecanoe County Library rate.

\*\*\*\*70 has boundaries which encompass properties that include the West Lafayette city rate, the Tippecanoe School Corporation rate, the Bus Company rate and the Tippecanoe County Library rate.

### *City of Lafayette:*

The only variable in the Rate within Lafayette is the School Corporation Rate.

\*56 has boundaries which encompass properties that include the Lafayette city rate, the Lafayette School Corporation rate, the Bus Company rate and the Tippecanoe County Library rate.

\*\*62 has boundaries which encompass properties that include the Lafayette city rate, the Tippecanoe School Corporation rate, the Bus Company rate and the Tippecanoe County Library rate.

### *Tippecanoe County:*

The only variable in the noted Rates within Tippecanoe County is the School Corporation Rate. Other County Taxing Districts have variables of the Bus Company (MTA) Rate and Township Rates.

\*34 has boundaries which encompass properties that include the Tippecanoe School Corporation rate, the Bus Company rate and the Tippecanoe County Library rate.

\*\*36 has boundaries which encompass properties that include the West Lafayette School Corporation rate, the Bus Company rate and the Tippecanoe County Library rate.



## Tax Increment Financing

*From Umbaugh "Footnotes," March 2005*

Tax Increment Financing or TIF is a means of financing that allows the new property taxes generated by new development in a TIF district to be collected and held separately from the property taxes collected from existing businesses in the district. TIF is used to finance infrastructure or capital improvements in or serving the area.

A TIF captures new property taxes on real property (buildings and improvements), and sometimes, on depreciable personal property (equipment). During the development period, property taxes from existing businesses and homes in the TIF area continue to be collected as usual and flow to schools, libraries and other local services. The property taxes from the new businesses are kept separate and used to finance things that generate economic development, such as sewer and water lines, road improvements, sidewalks and trails.

By using a TIF, the greatest burden of financing capital improvements is paid by businesses benefiting from them. The city sees additional benefits in new jobs and new business that spring up to serve the businesses that have been attracted. These new jobs and businesses generate additional local income tax revenue, state income tax revenue and sales tax. After the bonds are retired or when the TIF expires, all of the increase in assessed valuation is added to the property tax base, reducing tax rates.

West Lafayette is using TIF revenues in two different ways as provided by Indiana statute. We use TIF revenues to pay for bonds issued for major public improvements (Wabash Landing parking garage and the trails and greenway project), and we also use the revenues to pay for smaller projects that do not require a bond issue, such as the Brown St. pedestrian improvements and Chauncey St. improvements between Morton and the library.

West Lafayette has 3 TIF districts: Levee/Village, Sagamore Parkway and Kalberer/Cumberland/ Blackbird (KCB). The growth of TIF revenues in the 3 districts is a positive sign that the investment the city has made



West Lafayette  
Appendix

17

has resulted in increased value and assessment by the private sector.

The following is a partial listing of some of the projects that have used TIF revenues since the 2002 Strategic Plan:

- 2003 – Greenway and Trail Park improvements (11.5 miles of trails and 27 acres of new park land); Lindberg Road; Tapawingo Park utility building and road improvements; sidewalk and curb improvements in Wabash Landing; and infrastructure for Phase II, Part 3 of the Purdue Research Park.
- 2004 – Parking garage security; North Chauncey streetscape improvements; Cumberland Park and NW Greenway Trailhead improvements (restrooms, ballfield lights, shelter lights, landscaping, parking lot); Wabash Heritage Trail connection and Overlook Park improvements; engineering for Sagamore Parkway improvements; and sidewalk/curb improvements and gateway design on Sagamore Parkway.



## Influences on Our Future

A feature of the West Lafayette Strategic Development Plan process has been to watch for major trends affecting small cities, the Midwest and college towns. The overarching vision of a knowledge-centered community was adopted not only to reflect the essence of West Lafayette but to recognize that the U.S. was shifting toward a knowledge or innovation economy, and college towns were well-situated to take advantage of that trend.

Reviewing societal and economic trends since the last plan, these continue to shape our thinking:

### *College towns continue as engines of growth.*

As the global economy takes root, more goods and services are provided to U.S. consumers from overseas. This means less production jobs in the U.S. and more service and knowledge jobs. The U.S. is playing an increasing role as a center of innovation—a place for discovery, innovation and early-stage commercialization, especially in new fields, such as biotechnology and nanotechnology. Concentrations of knowledge, information and discovery become increasingly important economic assets, and college towns, especially those with a research university, are showing signs of growth as magnets for knowledge-based firms and sources of new ventures by faculty and students. A local example is Butler's move to PRP.

### *Larger cities/metro areas with a strong knowledge sector are particularly advantaged.*

Recent research indicates that metro areas in the U.S. are experiencing a comeback, especially those with knowledge industries and strong research universities. They are attracting young, well-educated workers and energetic foreign-born workers. They have amenities that appeal to the well-educated, such as arts, culture, social gathering places, outdoor recreation and attractive housing options. Austin, Texas, and the Research Triangle are examples. Small and mid-sized college communities are finding they must double their efforts to attract and retain

world-class faculty and students and encourage new knowledge industries.

Large research universities are constantly seeking to attract the brightest and the best. Place matters more in the minds of faculty and students.

Major research universities now find that recruiting quality faculty and graduate students is partly a function of the amenity value of the community. They are increasingly working closely with local governments, school districts and civic institutions to ensure the product offered prospective faculty and students is appealing. The cooperation between the city and Purdue University, such as through the Community Issues Committee, is an example of a different level of town-gown collaboration, as is the partnership with the PRF in business recruitment to the Research Park and the city's partnership with Purdue on the Purdue-West Lafayette long range transportation plan.

### *College towns are becoming retirement magnets.*

Because of cultural, intellectual and related amenities, retiring residents of college towns are tending to stay put. Others are being attracted to relocate in college towns upon retirement. Some colleges are offering or planning for retirement villages and elder hostels. There is some evidence that more retirees are not leaving their region or state of residence, but are relocating within their region to smaller communities, and college communities are particularly attractive. There are at least two sides to this trend: (i) an aging population has special services needs, and (ii) many older residents remain very active in community life, providing additional talent for mentoring, volunteering and part-time employment.

### *Housing demand is changing for middle and upper income families.*

As U.S. family income increases and living styles change, housing preferences change. Recent trends in family housing include larger homes with spacious, well-appointed kitchens, large master bedrooms, en suite bathrooms with most bedrooms and entertainment rooms. In search of these features, middle- and upper-income families are

migrating to the edges of cities, even to the exurbs. Urban sprawl continues and troubles central cities, large and small.

## Other Participant Considerations

Throughout the public forums and steering committee meetings, other considerations were discussed and analyzed. In an effort to keep the strategic plan update focused on only a handful of actions in each of the four areas of attention, they could not all be included in the body of the plan. Many are items already receiving attention, but public input showed support for continued efforts. Others are new concepts. They are listed here for future consideration.

### Transportation

- Remain engaged in the high speed train issue (Chicago – Indy).
- Keep fully engaged on the 231 bypass planning. (Follow the guidelines in the last Strategic Plan.)
- Continue to ease traffic flow and parking, especially on Sagamore Parkway.
- Take a closer look at handicapped access.
- CityBus has helped with parking, but vehicular traffic and parking persist as concerns.
- Continue expanding the greenway plan for a walkable city.
- Make Sagamore Parkway more pedestrian-friendly.
- Improve pedestrian access from Wabash Landing to the Village/Library.

### Annexation

- Use the tax sufficiency study to West Lafayette's advantage, but only where revenue potential equals or exceeds costs.

### Housing Code Enforcement and Property Upkeep

- Encourage each neighborhood to have its own identity and personality— a contemporary version of the old-style village concept.
- Continue to pay attention to cleanliness, lighting, landscaping, urban design and public art.

### Basic City Services: Police, Fire, Sanitation

- Consider more community policing in the neighborhoods.

### Parks and Recreation

- Focus more on amateur arts.
- Focus more on creative venues/activities for youth.
- Find a way for community facility space to be more readily accessed and scheduled.
- Use outdoor spaces north of U.S. 52 for family activities.
- Build an outdoor amphitheater at Tapawingo Park.

### Planning and Zoning

- Use this strategic planning process to provide information and assistance for the Area Plan Commission's comprehensive planning for Tippecanoe County later in 2005. Focus on a housing strategy.
- Create a mix of land use: housing, commercial, recreational.
- Establish the Sagamore Parkway area to serve family shopping and services—physicians offices, grocery stores, family restaurants, independent shops and upscale national chains such as The Gap, Bath & Body Works, etc.
- Develop guidelines for developers and remodelers.
- Continue encouragement of technology company startup and expansion.
- Provide a conducive environment for small business formation and growth as part of village vitality.

### Neighborhood Support

- Efforts to support neighborhood associations are active and successful. The energy level of volunteers varies. Currently, there are 13 neighborhood associations in West Lafayette; nine are active, two are emerging.
- Neighborhoods can be shaped by very active associations that engage families, students; tenants and landlords.

### *Partnerships*

- The Community Issues (Town and Gown) process works well; revisit goals and membership.
- Continued city/Purdue collaboration, especially around Research Park and housing strategies.
- School corporations/city/Purdue creative partnering on housing, neighborhood and schooling strategies.

### *Schools*

- Where practical, neighborhood development and housing strategies should be centered on elementary schools as anchors.

### *Art, Culture and Design*

- Encourage expanded role of arts in the community; well coordinated arts and cultural events on a regular basis.
- Consider design competitions.

## **Plan Participants**

### **Forum Steering Committee 2004-2005**

#### *Chair*

Don Gentry

#### *Facilitator*

Graham Toft

#### *Committee Members*

Regina Becker

Jim MacDonald

Steve Belter

Andy McVay

Beth Carroll

Larry Oates

Nick Carson

Bob O'Neil

Larry DeBoer

Kim Reisman

Tim Gibb

Dianne Sautter

John Ginda

Charlie Shook

Tony Hawkins

Jon Speaker

Vidhya Iyer

Juan Carlos Venis

Sally Lutes

#### *City of West Lafayette*

Mayor Jan Mills

#### *City Staff*

Merlene Anderson

Charlotte Martin

Josh Andrew

Nicki McMillan

Jim Everette

Cindy Polley

Allen Grady

Bev Shaw

Parks Department

## **Citizen Participation**

Approximately 100 residents participated in three public forums.

